



State of Washington Department of Natural Resources

Human Resource Management Report

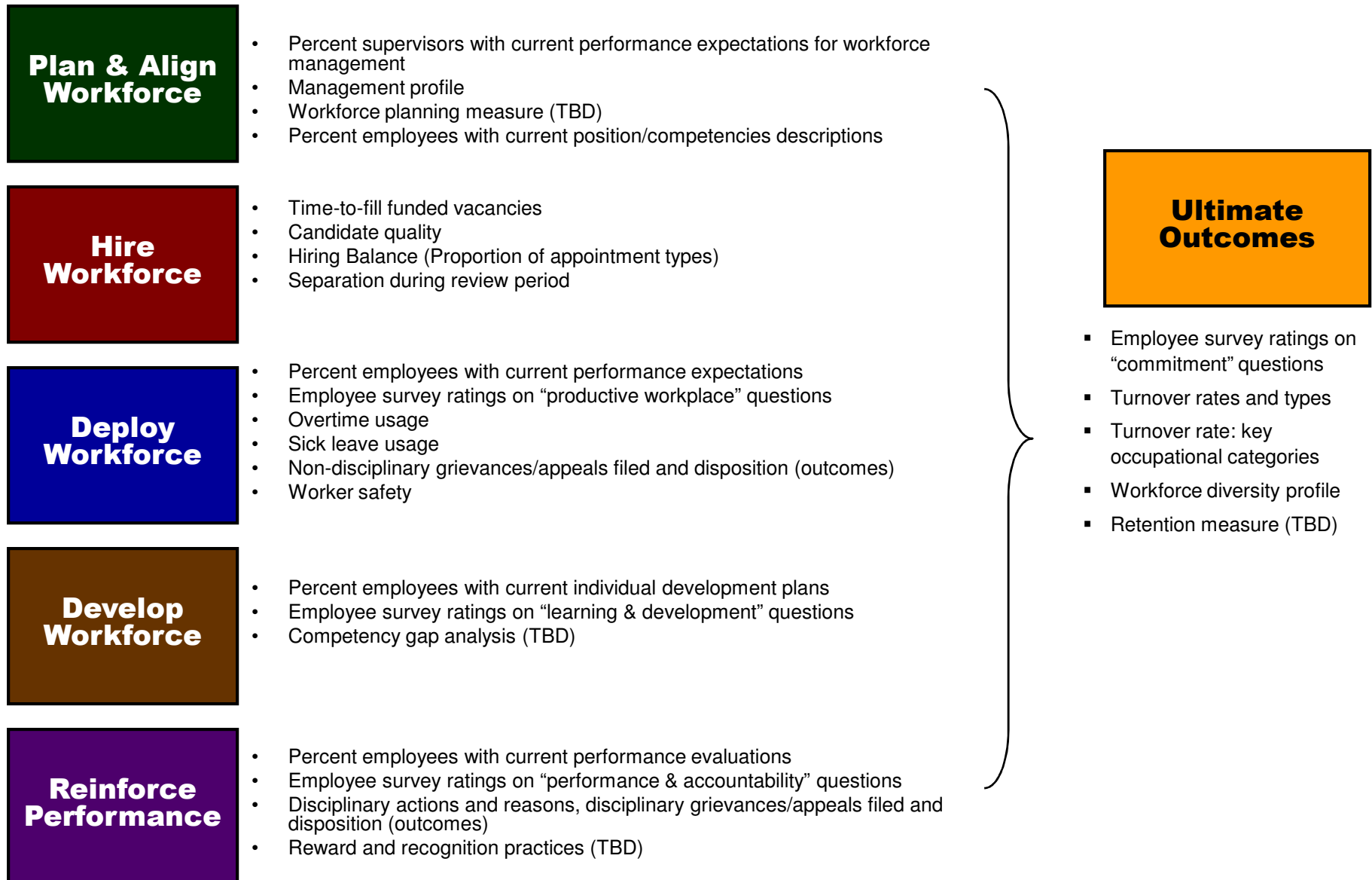
October 2008



Department of Personnel Managers' Logic Model for Workforce Management



Statewide HR Management Report Standard Performance Measures



Mission of the Department of Natural Resources



WASHINGTON STATE DEPARTMENT OF
Natural Resources



To provide professional, forward-looking stewardship of our state lands, natural resources, and environment. To provide leadership in creating a sustainable future for the Trusts and all citizens.

Our Principles

In achieving our mission, the following principles guide all DNR employees:

- Enduring Stewardship
- Visionary Leadership
- Inclusive Decision-Making
- Creative Solutions
- Respectful Relationships



DNR Strategies Supporting the Logic Model

from the DNR 2009-2011 Strategic Plan

Plan & Align Workforce

- Communicate actively with employees and involve them in decisions
- Maintain high professional standards in all programs
- Provide essential support services to all programs in the most efficient and effective ways possible
- Use information technology to maximize investments, continue progress toward digital government, and support integrated business solutions
- Employ efficient and effective budget, financial, and administrative systems

Hire Workforce

- Attract a well-educated, technologically advanced workforce
- Enhance the diversity of our workforce

Deploy Workforce

- Protect employee safety
- Successfully utilize unique perspectives, backgrounds, and contributions from all employees
- Provide essential support services to all programs in the most efficient and effective ways possible

Develop Workforce

- Transfer institutional knowledge to the DNR workforce of the future
- Develop employee leadership skills to anticipate emerging management challenges
- Communicate actively with employees and involve them in decisions

Reinforce Performance

- Promote a work atmosphere of fun and mutual respect
- Maintain high professional standards in all programs

Ultimate Outcomes

- Attract a well-educated, technologically advanced workforce
- Enhance the diversity of our workforce
- Successfully utilize unique perspectives, backgrounds, and contributions from all employees
- Transfer institutional knowledge to the DNR workforce of the future

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Plan & Align Workforce

DNR Strategies Supporting the Logic Model

from the DNR 2009-2011 Strategic Plan

- **Communicate actively with employees and involve them in decisions**
- **Maintain high professional standards in all programs**
- **Provide essential support services to all programs in the most efficient and effective ways possible**
- **Use information technology to maximize investments, continue progress toward digital government, and support integrated business solutions**
 - *These four Strategies are Supported by these performance measures:*
 - Supervisors with current performance expectations for workforce management
 - Employees with current position/competency descriptions
- **Employ efficient and effective budget, financial, and administrative systems**
 - *Supported by these performance measures:*
 - Supervisors with current performance expectations for workforce management
 - Management Profile

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Workforce Management Expectations

Agency Priority: High

Percent supervisors with current performance expectations for workforce management

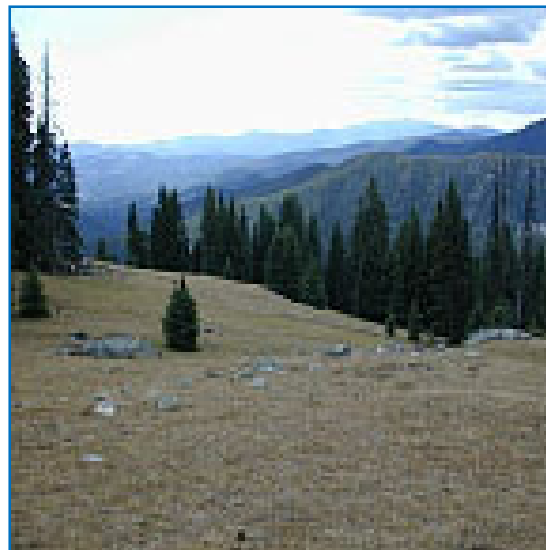
100%

Total # of DNR supervisors with current performance expectations for workforce management

100%

Total # of DNR supervisors

471



Analysis:

- The Commissioner of Public Lands, by example and direction, sets high workforce management standards for agency staff.
- All DNR supervisors are required to complete the “*Employee Performance Management*” training unique to DNR; 100 were trained this past year
- This course provides supervisors with performance expectations for work force management and with tools to meet the expectations.
- Expectations are reinforced through various executive and top management activities and communications.

Action Steps:

- Continue to provide *Employee Performance Management* (EPM) training for new supervisors
- Complete redesign work on the program to be even more relevant and to focus more strongly on workforce management issues.

At 24,672 acres, the **Loomis NRCA** is the largest in the state. It includes mountains draped with vast forests of lodge pole pine and valleys with wet meadows and streams. Vegetation types also include Engelmann spruce, quaking aspen, Douglas fir, and both mid elevation and alpine meadows. Twelve plant species of concern are protected in the Loomis NRCA, as well as important habitat for nine wildlife species (grizzly bear, Canada lynx, gray wolf, wolverine, northern goshawk, and four butterfly species) ranked as critically imperiled, vulnerable to extinction, or rare in Washington state. (Okanogan County)

Management Profile

Agency Priority: Low

WMS Employees Headcount = 132

Percent of agency workforce that is WMS = 6.7%

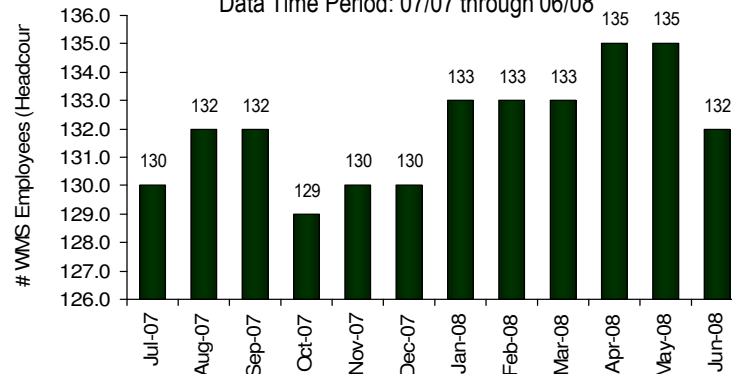
Managers* Headcount = 178

Percent of agency workforce that is Managers* = 9.0%

* In positions coded as "Manager" (includes EMS, WMS, and GS)

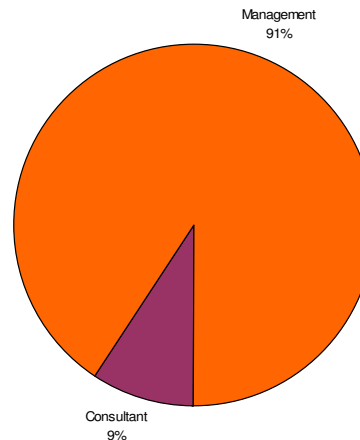
Washington Management Service Headcount Trend

Data Time Period: 07/07 through 06/08



WMS Management Type

Management	120
Consultant	12
Policy	0
Not Assigned	0



Data as of 06/08
Source: HRMS Business Intelligence

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Analysis:

- DOP WMS Baseline for DNR, established in 2007, is 8.2%, with a headcount of 130
- While total percentage is 1.5% below the DOP baseline, this figure is skewed by our significant peak in seasonal firefighting staff at the time of the June 30, 2008 count
- Four managers were added on a temporary basis to deal with the effects of the blow down and flooding that occurred last winter
- The total number of managers in the agency, including those for the blow down, increased by five over last year's figure
- DNR has continued over the past 7 years to be extremely conservative in creating management positions and has pursued efficiencies in utilizing management positions, such as merging two regions, eliminating duplicated administrative functions, and realigning an entire division to reduce the number of managers

Action Steps:

- Continue to pursue potential efficiencies in use of management positions

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Current Position/Competency Descriptions

Agency Priority: Medium

Percent employees with current position/competency descriptions

89%*

*Based on 1,149 of 1,307 reported employee count
Applies to employees in permanent positions, both WMS & GS



In the 107-acre **Selah Cliffs NAP** the basalt cliffs and rocky areas below them support the largest known population of a rare plant known as the basalt daisy. A state Threatened species, the basalt daisy grows only in a 10-mile stretch of the Yakima river canyon and immediate vicinity. The cliffs also provide nesting and roosting habitat for raptors including prairie falcons, red-tailed hawks and kestrels. (Yakima County)

Analysis:

- This number remains unchanged since the last report
- Not all position descriptions currently include competency descriptions
- Regions have a higher percentage of employees with position descriptions than do divisions
- Regions have established a stronger expectation and culture than divisions around completion of position description forms
- Division employees are more likely to have relatively immediate access to their supervisor than their regional counterparts.
- An online guide, specific to DNR, is available; general training on position description forms is part of the agency's Employee Performance Management Training.
- Supervisors are responsible to ensure that employees have accurate, up-to-date position descriptions.

Action Steps:

- HR Consultants will continue to work with managers and supervisors to identify areas where updates are necessary. All position description forms are in the process of being digitized which will increase accessibility
- Strengthen competency/job analysis learning in Employee Performance Management course re-design

Data as of June 30, 2008
Source: Department of Natural Resources

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

DNR Strategies Supporting the Logic Model

from the DNR 2009-2011 Strategic Plan

Attract a well-educated, technologically advanced workforce

- *Supported by these Performance Measures:*
 - Time to fill vacancies
 - Candidate Quality

Enhance the diversity of our workforce

- *Supported by these Performance Measures:*
 - Candidate Quality
 - Hiring Balance

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-fill / Candidate Quality

Agency Priority: Medium

Time-to-fill Funded Vacancies

Average number of days to fill*: 46

Number of vacancies filled: 299

**Equals # of days from creation of the requisition to job offer acceptance for 174 recruitments. Number of vacancies filled includes positions for which no recruitment was conducted, including transfers, etc.*

Agency Priority: Medium

Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

Number = 294 Percentage = 76%

294 of 389 interviewed by managers responding

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

Hiring managers indicating “yes”:

Number = 67 Percentage = 91%

Hiring managers indicating “no”:

Number = 7 Percentage = 9%

Numbers based on 74 hiring managers responding

Analysis:

- DNR uses E-recruiting only to post selected jobs and to search the talent pool
- Of the five instances where hiring took longer than 150 days all were for hard to fill scientist or IT positions
- The number of vacancies filled increased from 2007 due to additional hiring resulting from flooding/storm damage (downed timber)
- DNR established a recruitment pool for our major entry level job class resulting in a 7 day reduction in Average Number of Days to Fill as compared to the same 2007 period
- DNR has had a hiring “frost” (limited recruitment activity) in place since February 29, 2008

Action Steps:

- Continue to develop assessment/selection skills amongst HR staff and hiring managers
- Continue using strategies for reducing the time it takes to fill our hard to fill vacancies
- Continue to improve our candidate quality metrics by developing candidate sourcing strategies and skills amongst HR staff and hiring managers

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

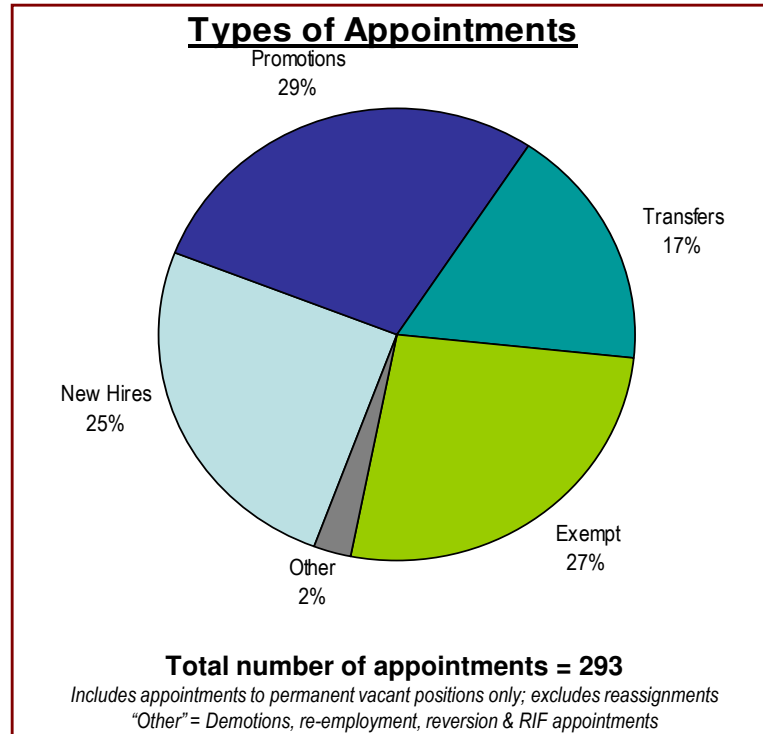
Time-to-fill vacancies
Candidate quality

Hiring Balance
(proportion of appointment types)

Separation during review period

Hiring Balance / Separations During Review Period

Agency Priority: Low



Agency Priority: Low

Separation During Review Period	
Probationary separations - Voluntary	5
Probationary separations - Involuntary	3
Total Probationary Separations	8
Trial Service separations - Voluntary	4
Trial Service separations - Involuntary	0
Total Trial Service Separations	4
Total Separations During Review Period	12

Data Time Period: July 1, 2007 through June 30, 2008
Source: Department of Natural Resources

Analysis:

- The percent of promotions, which spiked during the last reporting period, has dropped.
- Probation or trial service periods serve as the final assessment instrument in evaluating job related competencies and candidate suitability for employment in a position.
- Numerically probationary separations and trial service reversions remain unchanged since the last report.
- One probationary separation was conducted due to budget shortfalls rather than for the reasons listed above
- All but three of the 12 actions were initiated by the employee rather than by management, where candidates voluntarily separated either to accept more favorable employment or upon self assessed lack of suitability or "fit" for the position.

Action Steps:

- Continue to recruit employees with exceptional qualifications that will ensure their success.
- Continue to effectively use probation and trial service assessment instruments in evaluating job related competencies and candidate suitability for employment in a position.
- Review the Employee Performance Management training sections on probation and trial service as part of the course re-design; continue to provide training to new supervisors in support of recruiting, supporting and assessing successful employees.
- Continue to provide managers with access to effective consulting on individual trial service and probationary concerns.

Deploy Workforce

DNR Strategies Supporting the Logic Model

from the DNR 2009-2011 Strategic Plan

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Protect employee safety

- *Supported by these Performance Measures:*
 - Employees with current performance expectations
 - Worker safety

Successfully utilize unique perspectives, backgrounds, and contributions from all employees

- *Supported by these Performance Measures :*
 - Employee Survey ratings on Productive Workplace questions
 - Employees with current performance expectations

Provide essential support services to all programs in the most efficient and effective ways possible

- *Supported by these Performance Measures :*
 - Employees with current performance expectations
 - Overtime usage
 - Sick leave usage
 - Employee Survey ratings on Productive Workplace questions

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Current Performance Expectations

Agency Priority: High

Percent employees with current performance expectations

85.2%*

*Based on 1,114 of 1,307 reported employee count
Applies to employees in permanent positions, both WMS & GS



The **Kennedy Creek NAP** salt marsh area, which has developed on a peninsula between Kennedy and Schneider Creeks, is a diverse, good quality remnant of a larger tidal river marsh that includes a large area of tide flats, portions of two stream channels, and an area of upland forest which shelters the marsh. The preserve currently totals 164 acres and provides important habitat for wildlife, particularly shorebirds. Several important salmon runs return to the preserve's sheltered estuary, where they school and wait to mature and ripen eggs before spawning upstream in Kennedy Creek. (Mason and Thurston Counties)

Data as of June 30, 2008

Source: Department of Natural Resources

Analysis:

- Most employees have current performance expectations, though there was a 4.8% drop from the last report.
- Regions continue to have a higher percentage of employees with current expectations than do divisions.
- Regions have established a stronger expectation than divisions around completion of performance expectations.
- Division employees are more likely to have relatively immediate access to their supervisor for ad-hoc expectations than do their regional counterparts.
- General training on setting employee performance expectations is part of the agency's Employee Performance Management training, which all supervisors are required to complete.
- Current performance expectations are included in performance evaluations initiated at the time of appointment and during the annual employee performance evaluation.
- Supervisors are responsible to ensure that employees have accurate, up-to-date expectations.

Action Steps:

- HR Consultants will continue to work with managers and supervisors to identify areas where updates are necessary.
- Executive management will strengthen expectations on completion of performance expectations

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

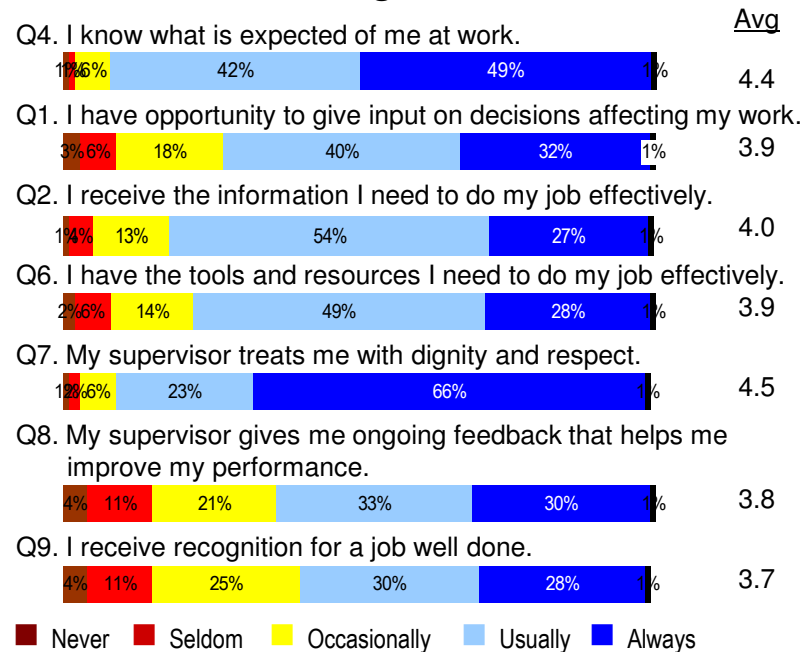
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker Safety

Employee Survey "Productive Workplace" Ratings at DNR



Overall average score for Productive Workplace Ratings: 4.0

Due to its unique topography, the **Mima Mounds NAP** was designated a National Natural Landmark in 1968 by the National Park Service. The site supports a native grassland ecosystem (referred to as "Puget prairie") and white topped aster, a state Sensitive plant species which occurs only within grasslands of the Puget Trough. (Thurston County)



Data as of April 26, 2006
Source: DNR 2006 Employee Survey

Analysis:

- DNR had planned to conduct a new survey in Spring 2008 as part of a planned two-year cycle; The survey was postponed to Spring 2009 to better align with the statewide survey schedule.
- The displayed data is from Spring 2006.
- Survey responses indicate that employees generally perceive having the day-to-day support needed to enable their successful job performance.
- Answers to the question "*I know what is expected of me at work*" do not vary among organizations that have strong completion rates for performance expectations as compared to those who do not.
- DNR conducted an Agency Self Assessment as part of the Washington State Quality Award Application (WSQA) process in 2008; This information will help drill-down on some of the issues identified in previous employee surveys

Action Steps:

- Employee Performance Management (EPM)* training provides supervisors with tools to support and motivate successful employee performance. This training is currently undergoing revisions to strengthen its alignment with DNR strategic direction
- Continue improving the ability of supervisors to provide meaningful performance feedback and recognition.
- Continue efforts to improve management communications understanding that multiple channels and methods are important.

Overtime Usage

Agency Priority: Low

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

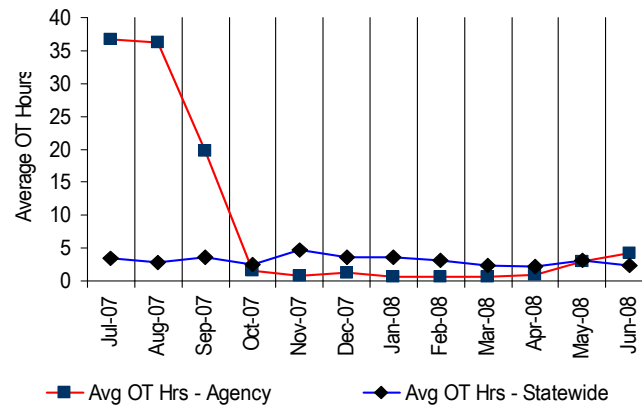
Performance Measures

Percent employees with current performance expectations
Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage
Non-disciplinary grievances/appeals filed and disposition (outcomes)
Worker safety

Average Overtime (per capita) *

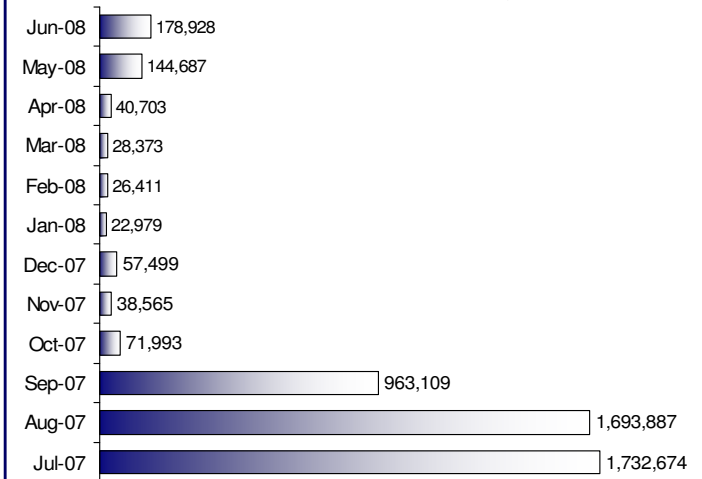


Overall agency avg overtime usage – per capita, per month: 8.87**

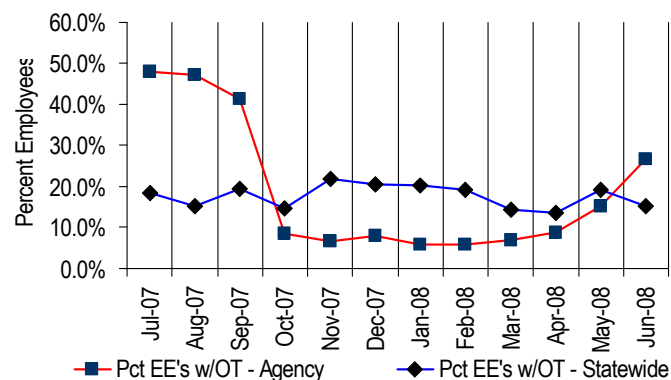
*Statewide overtime values do not include DNR

**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months

Overtime Cost - Agency



% Employees Receiving Overtime *



Overall agency avg employees receiving overtime per month: 19.1%**

*Statewide overtime values do not include DNR

**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

Analysis:

Most overtime is incurred as a result of emergency response wildfire suppression duty occurring during the fire season which extends from mid-April through mid-October. Costs of fire suppression overtime is considered more favorable than alternative costs. In months outside the fire season, DNR overtime usage is lower than statewide overtime usage as displayed in adjoining charts.

Action Step:

Continue oversight of all overtime and the requirement for top level management to authorize overtime other than that authorized by incident commanders for wild fire suppression.

Data Time Period: July 1, 2007 through June 30, 2008

Source: HRMS

Deploy Workforce

Outcomes:

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Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

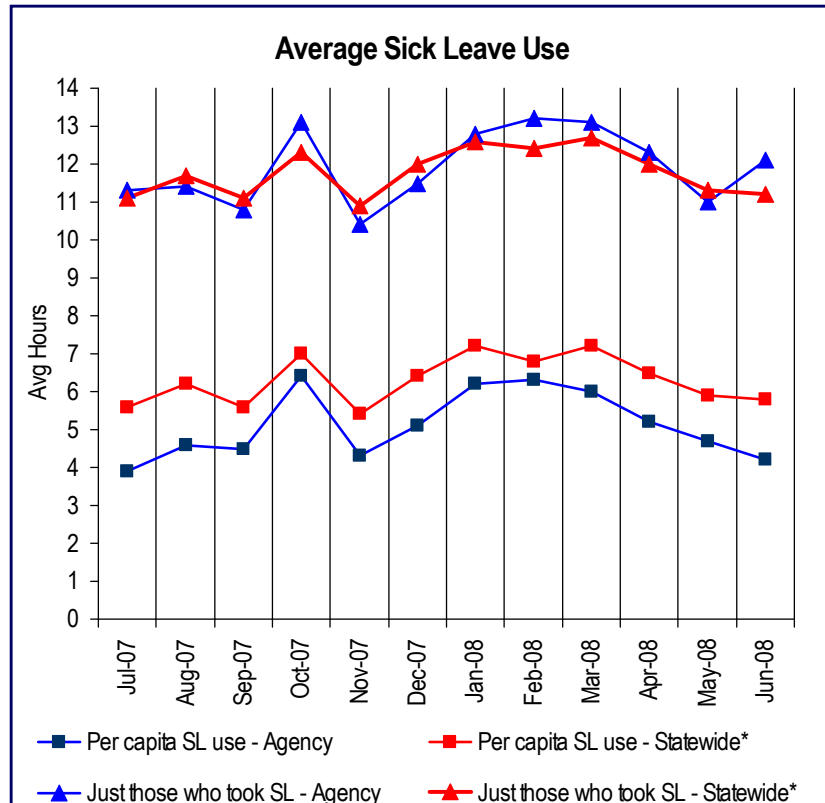
Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Sick Leave Usage

Agency Priority: Medium



Analysis:

- The level of sick leave usage by DNR employees is below the state average. Agency averages are affected by a larger workforce during the summer fire season.
- Sick leave is used under various circumstances, e.g. personnel and dependent medical care. Information has not been compiled by circumstances under which sick leave is used.
- Accrued sick leave balances tend to increase with years of service until affected by retirements. Among some 1,450 DNR employees, only 4 had exhausted sick leave when last analyzed. Three of the four have been recipients of approved shared leave.

Action Steps:

- Continue active participation in the Healthy Worksite Initiative Program.
- Ensure sick leave is only used under qualifying circumstances.

Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used (per capita) - Agency	% of SL Hrs Earned (per capita) - Agency	Avg Hrs SL Used (per capita) - Statewide*	% of SL Hrs Earned (per capita) - Statewide*
5.1 Hours	64.6%	6.3 Hrs	81.3%

Sick Leave Hrs Used / Earned (those who took SL)

Avg Hrs SL Used (those who took SL) - Agency	% SL Hrs Earned (those who took SL) - Agency	Avg Hrs SL Used (those who took SL) - Statewide*	% SL Hrs Earned (those who took SL) - Statewide*
11.9 Hours	148.9%	11.8 Hrs	147.3%

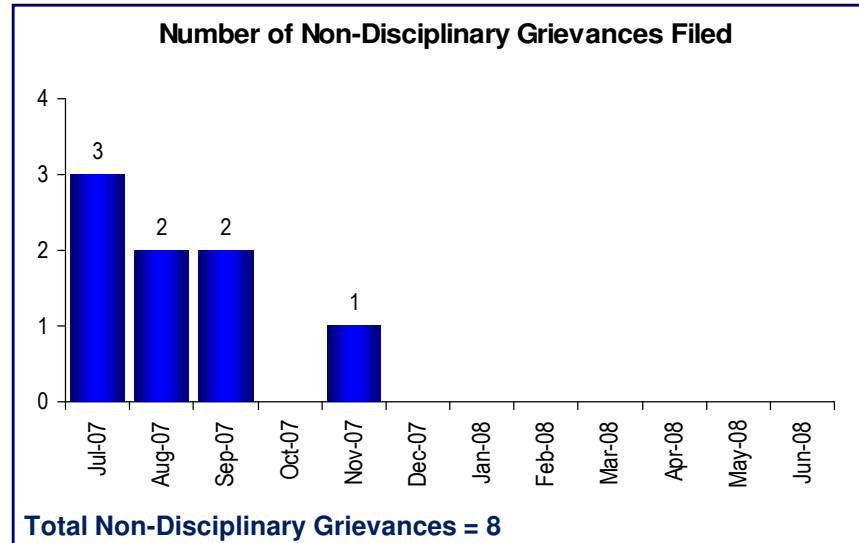
* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: July 1, 2007 through June 30, 2008

Source: DOP Data Disc

Non-Disciplinary Grievances (represented employees)

Agency Priority: Low



* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Non-Disciplinary Grievance Disposition*

(Outcomes determined during time period listed below)

- One grievance was resolved at step one;
- One grievance was resolved at step two;
- Six grievances were withdrawn or not pursued

Data Time Period: June 30, 2007 through July 1, 2008
Source: Department of Natural Resources

Top 5 Non-Disciplinary Grievance Types

(i.e., Compensation, Overtime, Leave, etc)

Grievance Type	# Grievances
Leave Issues	2
Classification Issues	3
Work Schedule	1
CDL Requirement for Position	1
Hot Meals on Fire Duty	1

Analysis:

- The agency has focused significant energy on improving relationships with employee organizations; these efforts have been reciprocated ; this trend continues from the past reporting period
- This has led to resolution of many issues reducing the need to file a grievance
- Grievances filed tend to be around work processes or disagreements on interpretation of the contract rather than on interpersonal conflict issues

Action Steps:

- Continue communicating early and often with employee organizations about issues that may affect them or their membership

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Non-Disciplinary Appeals (All filings were for represented employees)

Agency Priority: Low

Filings for DOP Director's Review

- 2 Job classification
- 0 Rule violation
- 0 Name removal from register
- 0 Rejection of job application
- 0 Remedial action

2 Total filings

Filings with Personnel Resources Board

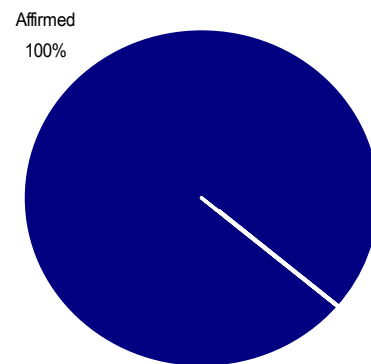
- 2 Job classification
- 0 Other exceptions to Director Review
- 0 Layoff
- 0 Disability separation
- 0 Non-disciplinary separation

2 Total filings

Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

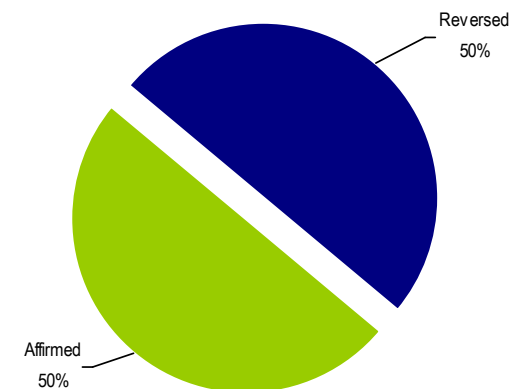
Director's Review Outcomes



Total outcomes = 2

Data Time Period: July 1, 2007 through June 30, 2008
Source: Department of Natural Resources

Personnel Resources Board Outcomes



Total outcomes = 2

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations
Employee survey ratings on "productive workplace" questions
Overtime usage
Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Deploy Workforce

Outcomes

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Performance Measures

Percent employees with current performance expectations
Employee survey ratings on 'productive workplace' questions
Overtime usage
Sick leave usage
Non-disciplinary grievances/appeals filed and disposition outcomes

Worker Safety

Agency Priority: Low

Department of Natural Resources

Worker Safety: Natural Resources, Department of Natural Resources

Analysis:

- The DNR Experience factor calculated by Labor & Industries is the second lowest among all state agencies
- Seasonal spikes and lags following wildfire season remain; time loss costs consistently remain less than statewide average
- DNR employees work outdoors where "contact with" injuries are typically seen, as is true with all natural resource agencies.

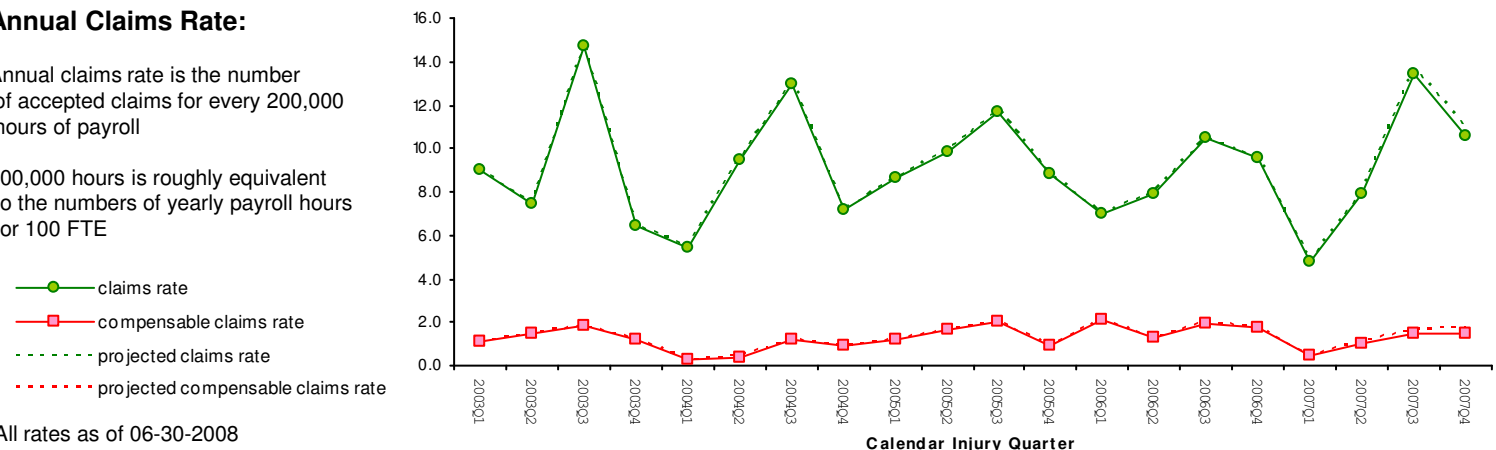
Action Plan:

- Hire new agency Safety Manager, after 5+ months of staff vacancy
- Focus even more on early Return-to-Work concepts, processes, and practices to keep time loss costs at a minimum
- Administer appropriate training for all staff, including temporary and seasonal employees, to include proper personal protective equipment, lifting techniques, and outdoor field safety awareness.
- Create a data-focused accident prevention model, which promotes focusing prevention efforts where they matter most.

Annual Claims Rate:

Annual claims rate is the number of accepted claims for every 200,000 hours of payroll

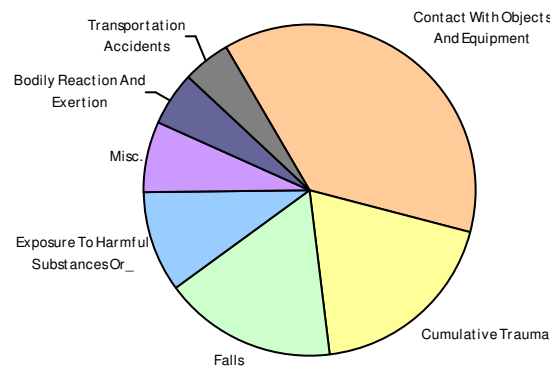
200,000 hours is roughly equivalent to the numbers of yearly payroll hours for 100 FTE



Accepted Claims by Occupational Injury and Illness Classification System (OIICS) Event:

calendar year-quarter
2003Q1 through 2007Q4

(categories under 3%, or not adequately coded, are grouped into 'Misc.')



Cumulative Trauma Claims

Oiics Code	Oiics Description	Count
2	Bodily Reaction And Exertion	152
9	Other Events Or Exposures	21
0	Contact With Objects And Equipment	3

Source: Labor & Industries, Research and Data Services (data as of 06/30/2008)

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Employee survey ratings on “learning & development” questions

Competency gap analysis (TBD)

Develop Workforce

DNR Strategies Supporting the Logic Model

from the DNR 2009-2011 Strategic Plan

Transfer institutional knowledge to the DNR workforce of the future

- *Supported by these Performance Measures :*
 - Employees with current individual development plans

Develop employee leadership skills to anticipate emerging management challenges

- *Supported by these Performance Measures :*
 - Employees with current individual development plans
 - Employee Survey ratings on “learning & development questions

Communicate actively with employees and involve them in decisions

- *Supported by these Performance Measures :*
 - Employees with current individual development plans
 - Employee Survey ratings on “learning & development questions

Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Employee survey ratings on “learning & development” questions

Competency gap analysis (TBD)

DNR Individual Development Plans

Agency Priority: Medium

Percent of DNR employees with current individual development plans

85.2%

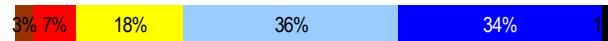
Total # of DNR employees with current IDPs*1,114

Total # of DNR employees*1,307

*Applies to employees in permanent positions, both WMS & GS

Employee Survey “Learning & Development” Ratings

Q5. I have opportunities at work to learn and grow. Avg



3.9

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.



3.8

Overall average score for Learning & Development Ratings: 3.9

Analysis – Individual Development Plans:

- Most employees have current individual development plans. The percentage of employees with current IDPs has dropped by 4% since the last reporting period.
- Regions continue to have a higher percentage of employees with current individual development plans than do divisions.
- Division employees continue to be more likely to have relatively immediate access to their supervisor for developmental needs than their regional counterparts.
- Regions have established a stronger expectation and culture than divisions around completion of individual development plans.
- General training on developing training plans is part of the agency's *Employee Performance Management* training.
- Supervisors are responsible to ensure that employees have accurate, up-to-date individual development plans.

Analysis – Employee Survey “Learning & Development” Ratings:

- DNR had planned to conduct a new survey in Spring 2008 as part of a planned two-year cycle; The survey was postponed to better align with the statewide survey schedule.
- The displayed Employee Survey data is from Spring 2006.
- Survey responses indicate that employees generally perceive that they have opportunities for learning and development.

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on “performance and accountability” questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Reinforce Performance

DNR Strategies Supporting the Logic Model

from the DNR 2009-2011 Strategic Plan

Promote a work atmosphere of fun and mutual respect

- *Supported by these Performance Measures :*
 - Employee Survey ratings on “performance and accountability” questions
 - Reward and recognition practices
 - Employees with current performance evaluations

Maintain high professional standards in all programs

- *Supported by these Performance Measures :*
 - Employee Survey ratings on “performance and accountability” questions
 - Reward and recognition practices
 - Employees with current performance evaluations
 - Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on “performance and accountability” questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

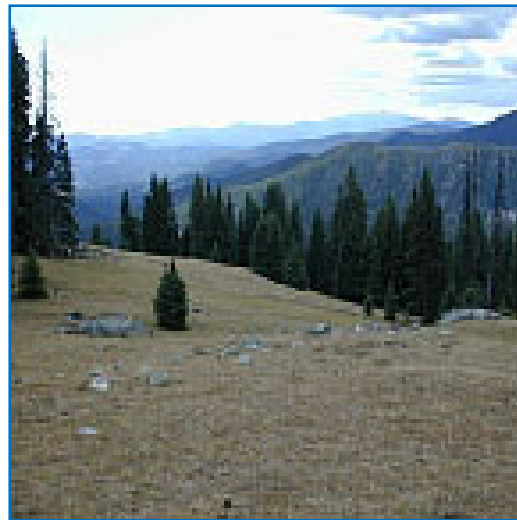
Current Performance Evaluations

Agency Priority: High

Percent employees with current performance evaluations

85.5%*

*Based on 1,118 of 1,307 reported employee count
Applies to employees in permanent positions, both WMS & GS



At 24,672 acres, the **Loomis NRCA** is the largest in the state. It includes mountains draped with vast forests of lodge pole pine and valleys with wet meadows and streams. Vegetation types also include Engelmann spruce, quaking aspen, Douglas fir, and both mid elevation and alpine meadows. Twelve plant species of concern are protected in the Loomis NRCA, as well as important habitat for nine wildlife species (grizzly bear, Canada lynx, gray wolf, wolverine, northern goshawk, and four butterfly species) ranked as critically imperiled, vulnerable to extinction, or rare in Washington state. The Loomis NRCA Management Plan is available. (Okanogan County)

Analysis:

- Both the percent and number of employees with current evaluations has slightly decreased since the last reporting period.
- A small number of employees do not have a current performance evaluation documented, though other forms of feedback are generally in place.
- Management provides strong linkage between agency goals and individual positions
- Division employees, with a lower percentage of current performance evaluations than peers in regions, report higher ratings on recognition and having a supervisor who deals with performance problems.
- Divisions and regions are relatively equal in survey responses, indicating that their supervisor discusses their progress with them.

Action Steps:

- Executive management will strengthen expectations on completion of performance expectations
- Continue working with managers to ensure they are working on evaluations at the proper times.
- HR Consultants will continue to work with programs that are having problems with performance evaluations.

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

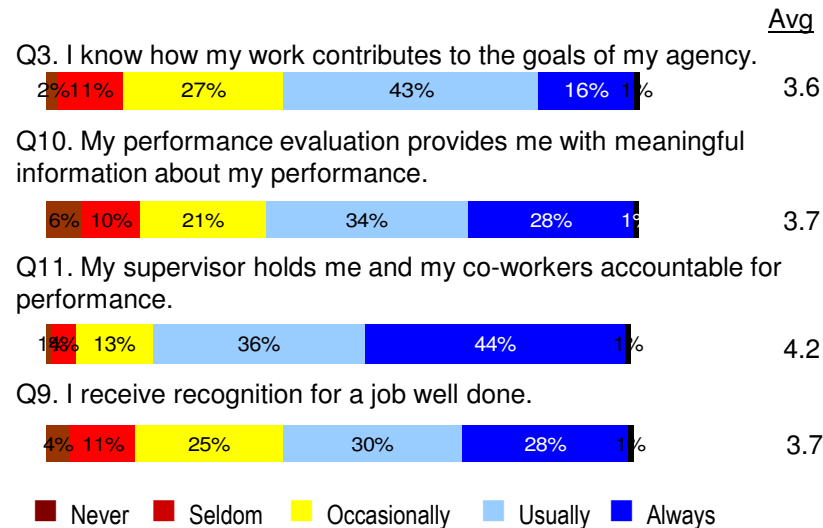
Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

DNR Employee Survey "Performance & Accountability" Ratings



Overall average score for "Performance & Accountability" ratings: 3.8



The **Mount Si NRCA** encompasses 9,522 acres of land and is composed of steep, rugged and mountainous terrain. The NRCA supports a variety of wildlife including native mountain goats, cougar, and black bear and safeguards unique geologic features, examples of old growth forests, and sensitive plant species. (King County)

Data as of April 26, 2006
Source: DNR 2006 Employee Survey

Analysis:

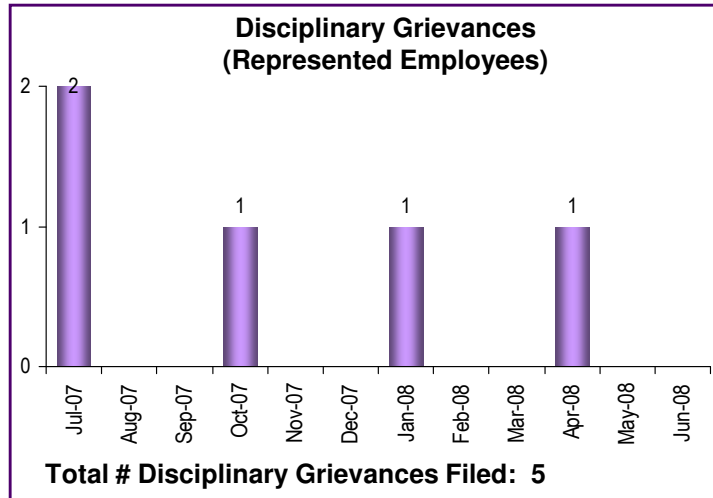
- DNR had planned to conduct a new survey in Spring 2008 as part of a planned two-year cycle; The survey was postponed to better align with the statewide survey schedule.
- The displayed data is from Spring 2006.
- Survey responses indicate that employees generally see a meaningful linkage between their performance and the success of the organization.
- Generally, the larger and more geographically diverse organizational units rely more on formal evaluations as an effective feedback tool, while smaller, single-office organizations seem to be able to meet these needs equally using other methods.

Action Steps:

- Employee Performance Management (EPM)* training provides supervisors with tools for adhering to accountability and for providing recognition. This training is currently undergoing revisions to strengthen its alignment with DNR strategic direction
- HR Consultants will continue to work with managers to tailor performance and accountability options to their organizational and geographic needs.

Disciplinary Grievances and Appeals

Agency Priority: Low



There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Disposition (Outcomes) of Disciplinary Grievances

- One Letter of Reprimand was rescinded
- One disciplinary grievance was withdrawn without any settlement; As a result, the disciplinary action stands.
- One disciplinary grievances were not pursued beyond step 2; As a result, the disciplinary action stands.
- Two disciplinary grievance was not resolved through mediation and are awaiting arbitration.

Data Time Period: July 1, 2007 through June 30, 2008
Source: Department of Natural Resources

Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

There were no disciplinary appeals filed with the Personnel Appeals Board during this reporting period.

Disciplinary Actions Taken

Action Type	# of Actions
Dismissals	1
Demotions	1
Suspensions	1
Reduction in Pay*	2
Total Disciplinary Actions*	5

Reasons for Which Disciplinary Action Was Taken

- One dismissal for performance issues
- One demotion for transporting alcohol in a state vehicle
- One suspension without pay for misuse of a state vehicle
- One reduction in pay for driving a state vehicle without a valid license
- One reduction in pay for transporting alcohol in a state vehicle

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on “commitment” questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

ULTIMATE OUTCOMES

DNR Strategies Supporting the Logic Model

from the DNR 2009-2011 Strategic Plan

Attract a well-educated, technologically advanced workforce

- *Supported by these Performance Measures :*
 - Workforce diversity profile
 - Turnover rates and types

Enhance the diversity of our workforce

- *Supported by these Performance Measures :*
 - Workforce diversity profile
 - Employee survey ratings on “commitment” question
 - Turnover rates and types

Successfully utilize unique perspectives, backgrounds, and contributions from all employees

- *Supported by these Performance Measures :*
 - Workforce diversity profile
 - Employee survey ratings on “commitment” question

Transfer institutional knowledge to the DNR workforce of the future

- *Supported by these Performance Measures :*
 - Turnover rates and types

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

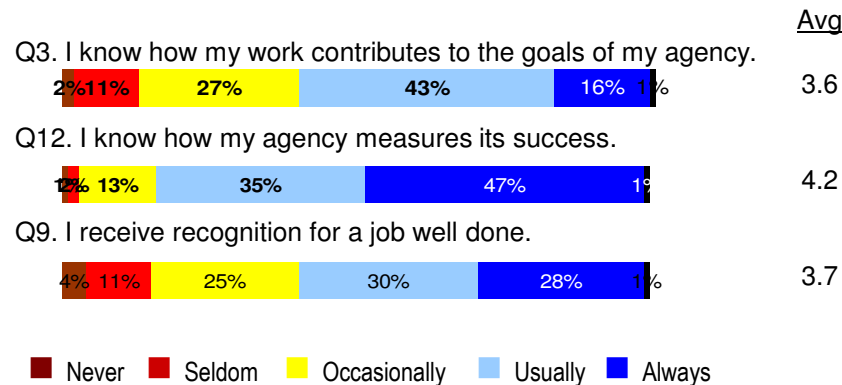
Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

DNR Employee Survey "Employee Commitment" Ratings



Overall average score for Employee Commitment ratings: 3.8



The 315-acre **White Salmon Oak NRCA** contains representatives of all of the Oregon white oak communities now found in the White Salmon River drainage. These communities, which are quickly disappearing from Washington, provide an important glimpse of the region's pre-settlement landscape. It is an important wildlife habitat area, including winter range for black-tailed deer, year-round use by wild turkey, and summer breeding habitat for a diverse and abundant community of small mammals, birds and reptiles. (Klickitat County)

Data as of April 26, 2006
Source: DOP 2006 Employee Survey

Analysis:

- DNR had planned to conduct a new survey in Spring 2008 as part of a planned two-year cycle; The survey was postponed to better align with the statewide survey schedule.
- The displayed data is from Spring 2006.
- Survey responses indicate that employees are strongly committed to the goals and success of the DNR.
- There are opportunities to provide clearer information about how the DNR measures its success.
- DNR conducted an Agency Self Assessment as part of the Washington State Quality Award Application (WSQA) process in 2008; This information will help drill-down on some of the issues identified in previous employee surveys
- A communications strategy is being developed as part of the WSQA process

Action Steps:

- Continue to adhere to DNR agency core competencies in support of fostering employee commitment.
- Continue work improving the ability of supervisors to provide meaningful performance feedback and recognition.
- Continue work on communications to clarify how the DNR measures its success.
- Conduct Employee Survey in Spring 2009

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

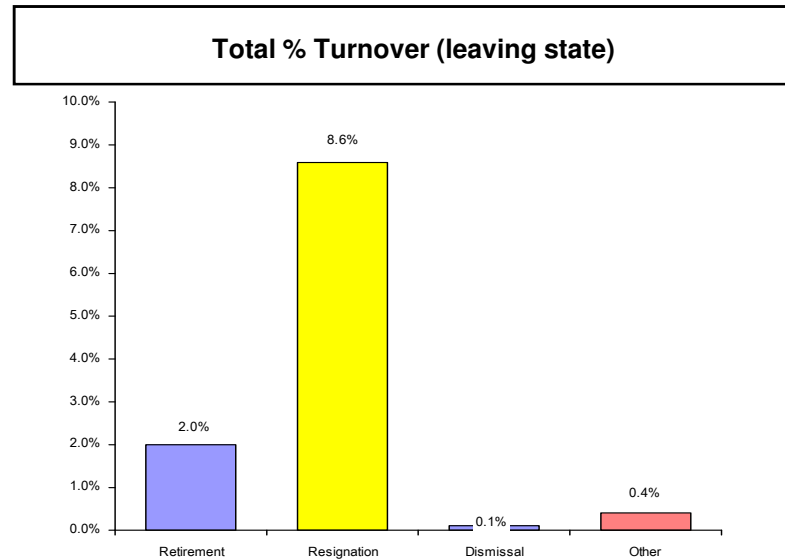
Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Turnover Rates

Agency Priority: Medium



Total Turnover Actions: 178

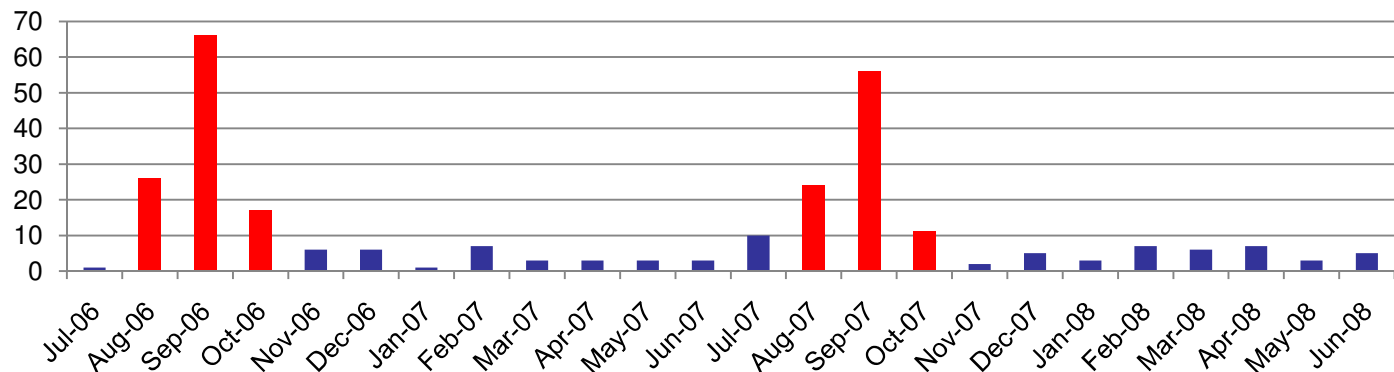
Total % Turnover: 11.0%

Note: Movement to another agency is currently not available in HRMS/BI

Analysis:

- The most significant turnover for DNR is pre-planned turnover connected with our fire season employees.
- One third of all agency turnover occurred in September at the conclusion of the fire season. 65% of all FY08 resignations occurred at the end-of-fire-season (August/September/October). This is reasonably consistent with the FY07 end-of-fire-season resignations, which included 77% of all the agency resignations.
- Data provided in last year's report was correct in percentages, but the total number reported was incorrect. FY07 turnover for DNR totaled 183, compared to 178 for FY08.
- When end-of-fire-season resignations, which are an expected part of agency business, are subtracted out, the agency's total turnover actions for FY08 are 87, for a total turnover of 5.4%. (See chart below) Fire Season Resignations are displayed in red.

Resignations – End of Fire Season in Red



Data Time Period: July 1, 2007 through June 30, 2008

Source: HRMS

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

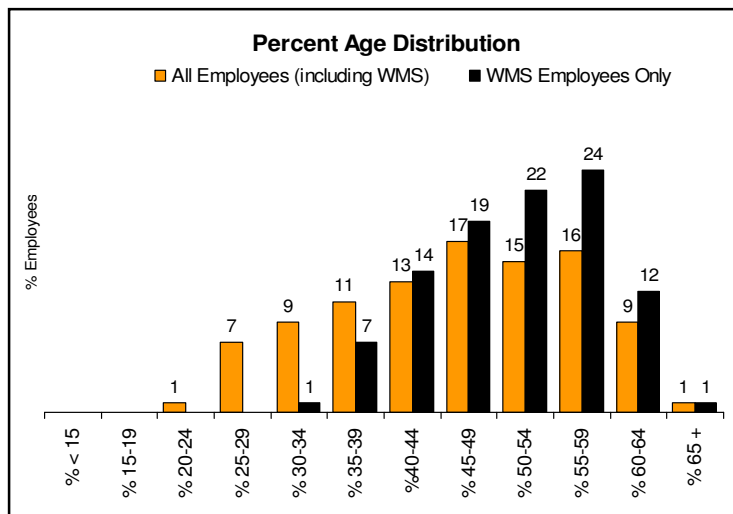
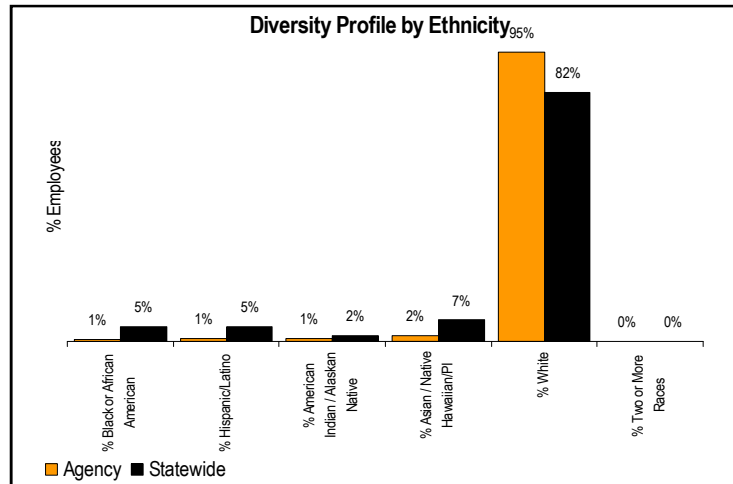
Workforce diversity profile

Retention measure (TBD)

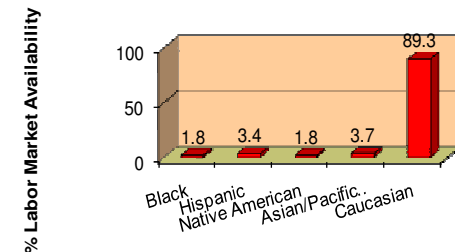
Department of Natural Resources Workforce Diversity Profile

Agency Priority: Medium

	Agency	State
Female	33%	53%
Persons w/Disabilities	3%	4%
Vietnam Era Veterans	6%	6%
Veterans w/Disabilities	1%	2%
People of color	4%	18%
Persons over 40	72%	75%



Diversity Profile by Ethnicity - Labor Market Availability



Analysis:

- While DNR has a relatively low diversity profile compared to most other state agencies, it is fairly representative of the available labor market (see graph above)
- DNR has focused on recruitment efforts to increase diversity but a stronger emphasis on increasing the labor market availability appears to be the best long-term strategy
- The standard question on "Support for a Diverse Workforce" was not available when the last DNR employee survey was conducted in 2006

Action Steps:

- The DNR Internship Program has been strengthened
- The DNR is exploring the use of WCC and AmeriCorps to increase interest in DNR careers and provide access to scholarships for targeted youth
- Develop relationships with targeted universities and student organizations with diverse student populations
- Include "Support for a Diverse Workforce" question in 2009 Employee Survey

Data as of 06/08

Source: HRMS BI and Department of Natural Resources